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***Appendix 3E***  
***Missouri Department of Revenue***  
***Oversight Measures***

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**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
<b>DRIVERS</b>							
Number of driver licenses produced (total, initial, non-driver)	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	
Revenue generated (millions)	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	
Department's cost to produce a drivers license (total and vendor document cost only)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	
Customer cost to obtain a license  (Cost of time and fees a customer spends annually to obtain an initial drivers license)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	Outcome Measure: Decreased cost of compliance
Number of renewal licenses produced	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	

<sup>1</sup> Fiscal Year 2005 Strategic Plan – Missouri Department of Revenue

<sup>2</sup> Product owners are directed to set stretch targets, where possible. "Budget" indicates that the targets are budget projections based on actual data. Targets and projections are developed in roundtable discussions at the product level and are reviewed and approved by the Division Director.

**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Renewal revenue generated (millions)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	
Department's cost to produce a renewal license (total and vendor document cost only)	Strategic Plan	Yes	Actual performance in FY 1999 (FY 2002 for vendor document cost)	Yes	Budget	Louisiana, Iowa, Nevada	
Customer cost to obtain renewal license	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget	Louisiana, Iowa, Nevada	
Percent of time driver license renewal notifications mailed on time.	Strategic Plan (Outcomes)						Outcome Measure: Increased Quality Performance
Percentage of driver licenses produced correctly on the first attempt	Budget						Outcome Measure: Increased Quality Performance
<b>FIELD OFFICE CONTACT</b>							
Number of field office transactions processed (motor vehicle and drivers license)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget	Virginia, Oregon, Arizona	
Average wait time in minutes (motor vehicle and drivers license)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch	Virginia, Oregon, Arizona	

**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Percentage of customers completing their transactions during first visit to a field office	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch	Virginia, Oregon, Arizona	
<b>MOTOR VEHICLE REGISTRATION</b>							
Number of motor vehicle registrations produced (millions)	Strategic Plan, Budget	Yes	Actual performance in FY 2002	Yes	Budget		
Percentage of registrations produced correctly on the first try	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Stretch	Minnesota, Kansas, Arkansas	Outcome Measure: Increased Quality Performance
Registration revenue generated (millions)	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Budget		
Cost to correct mistakes (thousands)	Strategic Plan	Yes	Actual performance in FY 1999	No			
Number of days to process one registration (Number of days to update registration information in the general registration system.)	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Stretch	Minnesota, Kansas, Arkansas	
Department's cost to produce motor vehicle registrations (millions)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget		

**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Department's cost to produce one motor vehicle registration	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Budget		
Cost to customers (time and money) to obtain/renew a registration	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch		Outcome measure: Decreased cost of compliance
Total cost to customers of motor vehicle registration	Strategic Plan	Yes	Actual performance in FY 1999	No			
Percent of time motor vehicle and marine craft registration renewal notifications mailed on time.	Strategic Plan (Outcomes)						Outcome Measure: Increased Quality Performance
<b>MOTOR VEHICLE TITLE</b>							
Percentage of motor vehicle title transactions completed correctly	Strategic Plan	Yes	Actual performance in FY 2003	Yes	Stretch		Outcome Measure: Increased Quality Performance
Number of titles produced (millions)	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Budget		
Percentage of titles produced correctly on the first try	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Stretch	Minnesota, Kansas, Arkansas	Outcome Measure: Increased Quality Performance

**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Title revenue generated (millions)	Strategic Plan, Budget	Yes	Actual performance in FY 1999	Yes	Budget		
Cost to correct mistakes (millions)	Strategic Plan	Yes	Actual performance in FY 1999	No			
Number of days to process a title (regular, quick, reject)	Strategic Plan, Budget	Yes	Actual performance in FY 1999. No baseline for reject titles.	Yes	Stretch	Minnesota, Kansas, Arkansas	Outcome Measure: Increased Quality Performance
Department's cost to produce titles (millions)	Strategic Plan	Yes	Actual performance in FY 1999	No			
Cost to produce one title	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch		
Customers cost (time and money) to obtain a title	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch		Outcome measure: Decreased cost of compliance
Total cost to customers (millions)	Strategic Plan	Yes	Actual performance in FY 1999	No			
<b>DEALER REGISTRATION</b>							
Total revenue collected	Budget	Yes	Actual performance in FY 2004	Yes	Budget		

**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Total number of dealerships licensed	Budget	Yes	Actual performance in FY 2004	Yes	Budget		
<b>FUEL TAX<sup>3</sup></b>							
Revenue generated (millions), before refunds	Budget	Yes	Actual performance in FY 2004	Yes	Budget		
Number of days from receipt to deposit	Strategic Plan, Budget	Yes	Actual performance in FY 2004	Yes	Budget		
Number of returns filed	Strategic Plan, Budget	Yes	Actual performance in FY 2004	Yes	Budget		
Percentage of revenue received through electronic funds transfer (EFT)	Strategic Plan, Budget	Yes	Actual performance in FY 2004	Yes	Budget		
Number of telephone calls received	Strategic Plan	Yes	Actual performance in FY 2003	Yes	?		
Percent of returns with errors	Strategic Plan	Yes	Actual performance in FY 2003	Yes	?		
Number of days to process through initial entry	Strategic Plan	Yes	Actual performance in FY 2003	Yes	?		

<sup>3</sup> These measures are prepared by the Division of Tax, and were extracted from published sources. They were not confirmed through interviews.

**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Number of days to process non-electronic data (EDI) through initial entry	Strategic Plan	Yes	Actual performance in FY 2003	Yes	?		
Number of fuel refund claims processed	Strategic Plan	Yes	Actual performance in FY 2003	Yes	?		
Number of days to process fuel refund claims	Strategic Plan	Yes	Actual performance in FY 2003	Yes	?		
<b>INFORMATION TECHNOLOGY<sup>4</sup></b>							
Percent of time network is available (uptime)	Strategic Plan	Yes	Actual performance in FY 2003	Yes	Stretch	Industry Standard	Measure applies to entire Department
Percentage of customers indicating satisfaction with web site	Strategic Plan	Yes	Actual performance in FY 2001	Yes	Stretch		Measure applies to entire Department
Number of homepage hits (millions)	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch		Measure applies to entire Department
Number of transactions available on-line	Strategic Plan	Yes	Actual performance in FY 1999	Yes	Stretch		Measure applies to entire Department

<sup>4</sup> These measures are prepared by the Division of Administration, and were extracted from published sources. They were not confirmed through interviews, nor are they intended to be all-inclusive.



**Missouri Department of Revenue**  
**Division of Motor Vehicle and Driver Licensing, Division of Tax (Fuel Only), Division of Administration (Selected IT Only)**  
**OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported? <sup>1</sup>	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target <sup>2</sup>	(7) Peer Agencies Compared With (If Any)	(8) Comments
Number of e-mails received	Strategic Plan	Yes	Actual performance in FY 2001	Yes	Stretch		Measure applies to entire Department

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***Appendix 3F***  
***Tennessee Department of Safety***  
***Oversight Measures and Sample Operating Measures***

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**Tennessee Department of Safety  
Driver License Issuance and Vehicle Services Divisions  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
<b>ADMINISTRATION<sup>5</sup></b>							
Number of services available by Internet	Strategic Plan <sup>6</sup>	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Yearly volume of Internet service transactions	Strategic Plan	Yes	Data from previous fiscal year(s) and FY01-02 new proof of Insurance Law	Yes	Budget	No formal comparison at this time	
Percent of phone calls into the financial responsibility call center handled by the automated phone system	Strategic Plan	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
<b>DRIVER LICENSE ISSUANCE</b>							
Percent of non-test applicants issued license within 15 minutes after examiner pulls the record	Strategic Plan, Budget <sup>7</sup> , Annual Report <sup>8</sup>	Yes	Data from previous fiscal year(s) and passage of new legal presence law	Yes	Budget	No formal comparison at this time	Not a measure of wait time. Clock starts when customer reaches the counter.
Percent of driver license issuance transactions conducted via Internet, mail	Strategic Plan, Budget, Annual Report	Yes	Data from previous fiscal year(s) and new internet service projections	Yes	Budget	No formal comparison at this time	
Percent of non-test driver license field transactions	Strategic Plan	Yes	Data from previous fiscal year(s) and new	Yes	Budget	No formal comparison	

<sup>5</sup> These measures are reported for entire Department of Public Safety (all programs)

<sup>6</sup> Tennessee Department of Safety Agency Strategic Plan, Part 2 - Performance Measures, September 2004

<sup>7</sup> State of Tennessee 2004-2005 Budget

<sup>8</sup> Tennessee Department of Safety Annual Report Fiscal Year 2002-2003

**Tennessee Department of Safety  
Driver License Issuance and Vehicle Services Divisions  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
conducted at county clerk offices			county clerk partnership projections			at this time	
<b>FINANCIAL RESPONSIBILITY</b>							
Number of all offenses handled by Financial Responsibility	Annual Report	No		No		No formal comparison at this time	
Average number of days between the Department's receiving mandatory court convictions and mailing the letter revoking the Drivers License	Strategic Plan, Budget <sup>9</sup> , Annual Report	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent of Tennessee court records received electronically	Strategic Plan	Yes	Data from previous fiscal year(s), legislation, and current/projected number of courts with electronic submission capabilities	Yes	Budget	No formal comparison at this time	
<b>PROFESSIONAL STANDARDS – DRIVER IMPROVEMENT</b>							

<sup>9</sup> State of Tennessee 2004-2005 Budget

**Tennessee Department of Safety  
Driver License Issuance and Vehicle Services Divisions  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
Percent of hearings held within 60 calendar days of points suspension letter	Annual Report	Yes	Data from previous fiscal year(s) and recent rule changes	Yes	Budget	No formal comparison at this time	
<b>TITLING AND REGISTRATION</b>							
Number of work units in which quality control has been implemented	Strategic Plan	Yes	Data from previous fiscal year(s) and analysis of internal processes	Yes	Budget	No formal comparison at this time	
Percent of titles issued locally by County Clerks	Strategic Plan, Budget	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	Proxy measure. Currently cannot adequately measure title transaction time. We do know turn around time is faster is title is issued by County Clerk
Percent of renewal registration errors	Strategic Plan, Budget, Annual Report	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent of abandoned calls to T&R telephone operators	Strategic Plan, Budget	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
<b>TECHNICAL SERVICES</b>							
Percent of crash reports received electronically	Strategic Plan	Yes	Data from previous fiscal year(s) and projected number of THP, local law	Yes	Budget	No formal comparison at this time	

**Tennessee Department of Safety  
Driver License Issuance and Vehicle Services Divisions  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
			enforcement agencies with ability to process crash reports using laptops				

**Tennessee Department of Safety  
Driver License Issuance and Vehicle Services Divisions  
SAMPLE OPERATING MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
Number of internet services	PM Spreadsheet <sup>10</sup>	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Volume of internet service transactions	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Average days to mail mandatory conviction letters	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent of hearings held within 60 days of points suspension letter	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent of titles issued locally by county clerks	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent abandoned calls to T&R operators	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent renewal registration errors	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent applicants not needing a test served "at the counter" within 15 minutes"	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	
Percent non-test transactions conducted outside the office	PM Spreadsheet	Yes	Data from previous fiscal year(s)	Yes	Budget	No formal comparison at this time	

<sup>10</sup> The Tennessee DOS Motor Vehicle Performance Measure Spreadsheet for FY 03-04

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***Appendix 3G***  
***Virginia Department of Motor Vehicles***  
***and Virginia Motor Vehicle Dealer Board***  
***Oversight Measures***

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**Virginia Department of Motor Vehicles  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
<b>VIRGINIA RESULTS</b>							
Percent customer satisfaction and service effectiveness as measured by a customer survey  (The rate or percentage of customers that are very satisfied or somewhat satisfied as compared to the total number of customers who respond)	Virginia Results <sup>11</sup>	Yes	Baseline is set at most recent survey result (previous year).	Yes	Stretch  Desired level of service – measured annually	None	Provides an indicator of the quality of customer service. Survey is conducted annually by an independent entity.  100% = maximum satisfaction: a target value is based on the most recent fiscal year actual Satisfaction Survey results.  Reported annually since 1996.
Cost per customer served (in dollars)  (Annual fiscal year expenditures, compared to the number of annual customers)	Virginia Results	Yes	Cost baseline is set at \$3.50, based on tracking of overall management of operating expenses	Yes	Fixed (manage to baseline)	None	Since the preferred direction of this trend of results is to maintain the cost per customer served, the previous fiscal year CPCS is used as the current FY's target.  Reported annually

<sup>11</sup> "Virginia Results Planning and Performance Report, May 2004", Virginia Department of Planning and Budget (web published)

**Virginia Department of Motor Vehicles  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
							since 1996.
<p>Percentage of customers using mail service, telecommunications, and electronic means for processing and paying renewal transactions</p> <p>(The rate or percentage of transactions handled outside of Customer Service Centers as compared to total DMV renewal transactions.)</p>	Virginia Results	Yes	<p>Baseline is set at most recent level of performance.</p> <p>Monitor progress towards objective to shift customers away from face-to-face service, if possible.</p>	Yes	Stretch	None	<p>This measure monitors agency progress toward a stated objective to shift customers away from face-to-face service, if possible.</p> <p>The target is based on the average percentage of alternative transaction history for FY 97 – FY 00</p> <p>Reported annually since 1997.</p>
<p>Reduction in the number of highway fatalities related to alcohol use and lack of seatbelt use</p> <p>(This measure has tentatively been approved for the next reporting cycle.)</p>	Not yet reported (will be part of Virginia Results).	N/A	N/A	N/A	N/A	N/A	

**Virginia Department of Motor Vehicles  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
<b>MANAGEMENT SCORECARD</b>							
Human Resources Management  (Workforce Planning, Employee Attractions & Retention, Fairness & Diversity, Employee Performance Management, Training & Development, Safe Work Environment)	Management Scorecard <sup>12</sup>	N/A	N/A	N/A	N/A	N/A	
Government Procurement  (eVA/State Purchasing Portal Usage, Small, Women & Minority Suppliers)	Management Scorecard	N/A	N/A	N/A	N/A	N/A	
Financial Management  (Budget Plan, Internal Controls, APA Audits, Prompt Pay, Disbursement Policies)	Management Scorecard	N/A	N/A	N/A	N/A	N/A	
Technology  (IT Planning, IT Investments, IT Project Management, Policy Adherence)	Management Scorecard	N/A	N/A	N/A	N/A	N/A	

<sup>12</sup> Office of the Governor of the Commonwealth of Virginia, "Virginia Excels", Governor's Management Scorecard (web published). Agencies are evaluated on the following scale: Meets Expectations, Progress Toward Expectations, Below Expectations in five categories.

**Virginia Department of Motor Vehicles  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
Performance Management (Communicates Priorities)	Management Scorecard	N/A	N/A	N/A	N/A	N/A	
<b>OTHER OVERSIGHT</b>							
Wait time  (Average time from arrival at Customer Service Center to service at counter, per week)	Governor's Office	Yes	Benchmark set at 20 minutes.	Yes	Fixed (manage to baseline)	None	Data are from Q- Matic system. Governor receives this number in a weekly e-mail.

**Virginia Department of Motor Vehicles  
OTHER/OPERATIONAL MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Baseline Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
Call center – time on hold  (Other call center data are available and monitored)	Internal tracking	Yes	A 4 minute maximum has been established (call routing system takes a message and terminates call after 4 minutes)	Yes	Fixed (manage to baseline)	None	Call time data comes from the Call Management System. Time is reported in minutes and seconds.

**Virginia Motor Vehicle Dealer Board  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Base- line Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
Percentage of customer e-mail assistance requests received by the Customer Assistance Division that are processed within five business days.  (Percentage processed within specified timeframe from total number received.)	Virginia Results	Yes	Set at actual value for 2002. This is the minimum performance expectation established by the Executive Director and Board of Directors.	Yes	Same as Baseline		
Percentage of initial salesperson applicants denied a license.  (Percentage of applicants denied a license from the total number of applicants processed)	Virginia Results	Yes	Previous year's performance result	Yes	Same as Baseline		Last year's percentage serves as next year's target.  Objective is to maintain zero denials.
Number of new motor vehicle salespersons licensed by MVDB (in thousands)  (Total number of successful applicants processed during the report period.)	Virginia Results	Yes	Previous year's performance result	Yes	Same as Baseline		
Number of customer assistance requests received regarding motor vehicle dealer operations  (Total number of inquiries received within the report period.)	Virginia Results	Yes	Previous year's performance result	Yes	Same as Baseline		

**Virginia Motor Vehicle Dealer Board  
OVERSIGHT MEASURES**

(1) Performance Measure/ Description	(2) Where Reported?	(3) Base- line Estab- lished?	(4) How was Baseline Created?	(5) Target Estab- lished?	(6) Type of Target	(7) Peer Agencies Compared With (If Any)	(8) Comments
Percentage of initial salesperson license applications processed within seven business days.	Virginia Results	Yes	Minimum performance expectation established by Executive Director and Board of Directors	Yes	Same as Baseline		